FUNDY REGION

Development Commission Inc.

St. Stephen, St. Andrews, St. George, Blacks Harbour, Grand Bay, Saint John, St. Martins, Hampton, Norton and Sussex

57 King St., 3rd Floor, Saint John, New Brunswick, Canada, E2L 1G5. Tel. (506) 658-2918 Fax: (506) 658-2861

1989/90 Annual Report

Prepared by:
Fundy Region Development Commission
57 King Street, 3rd Floor
Saint John, N.B.
E2L 1G5
Tel. (506) 658-2918
Fax. (506) 658-2861

93-00154/

Table of Contents

Chairman's Report .....

General Manager's Comments .....

Board of Directors/Staff .....

Government Assistance .....

Municipal Development .....

Industries General .....

Industrial Parks.....

Promotion .....

Financial Statements .....

Chairman's Report

The Fundy Region Development Commission Inc. has continued to play a significant economic development role in our designated area which covers Sussex to St. Stephen. The Commission has been effective in laying the groundwork to expand the number of municipal members of the Commission in the last year. I am very happy to report that St. Martins and Norton will be joining the present Commission members of Sussex, Hampton, Saint John, Grand Bay, St. George, St. Andrews and St. Stephen in the next fiscal year.

Our Commission has continued to work closely with the Economic Development Department of the city of Saint John over the last year, as well as the eleven other economic development commissions in other parts of the province.

In June, our Commission relocated from Saint John City Hall to new facilities at 57 King Street in Saint John. This move has been a positive one for the Commission. Since locating in our new facilities the Department of Commerce and Technology's Regional Opportunity Centre for southern New Brunswick, and Atlantic Canada Plus' Supplier Development Service have located in neighbouring offices.

During the year, the staff has updated several community profiles including St. Stephen, St. George, St. Andrews, Grand Bay, Hampton and Sussex. In addition, the staff assisted, as required, the city of Saint John with developing a new Saint John profile.

The Commission was active with many other agencies in the province in providing seminars to entrepreneurs within the region. Of particular note was the Quality 2000 Conference held in Sussex October 25 and 26, and co-sponsored with the Department of Commerce and Technology.

The Commission also presented briefs to support the continuation of the Via Rail service as well as to the Premier's Round Table on the Economy and the Environment.

In addition to handling the very high volume of inquiries regularly received by our Commission, the staff has been most effective in aiding entrepreneurs in securing assistance with a great number of projects. Details of these successes are listed elsewhere in this report.

As we look forward to the new year, we can anticipate increased activity in the development of the Fundy Trail, as well as increased pressure to improve our highway systems. It is essential to our region that the routing of the revised Trans Canada Highway take into consideration the economic impact upon businesses in our region as well as on the Port of Saint John. It is essential that adequate highways are readily available to support economic development in the region.

The effectiveness of our Commission is directly related to the skills and abilities of our staff. We are grateful to them for their dedication and commitment to the development of the region. Similarly, it is appropriate to note the contribution of our board members who give freely of their time to provide guidance and direction. I particularly want to recognize the major contributions made by Forbes Elliot while he served as our chairman over the past eight years and to express our sincere gratitude.

In closing, I want to point out that while we are all facing economic constraints due to many factors including public debt and interest rates, the onus is on each commission to be particularly careful to make the best use of available resources. I am confident that the Fundy Region Commission will continue to meet this challenge in the coming years.

Respectfully submitted,

G. J. Carter
Chairman

GJC/lv

Board of Directors/Staff

BOARD OF DIRECTORS (as of March 31, 1990):

Director	Occupation	Community
1. Forbes Elliot	General Entrepreneur	Saint John
2. William Gale	Regional Manager, Royal Bank of Canada	Saint John
3. Gordon Cobham	President, Donovan Chemicals Ltd.	Saint John
4. Edis Flewwelling	Councillor and Entrepreneur	Saint John
5. Sam Davis	Councillor	Saint John
6. Gil Carter	Quality Assurance Manager, Belleisle Foods	Sussex
7. Keith Alward	Deputy Mayor & Owner,Blue Unicorn Book Store	Sussex
8. Jim Hovey	Deputy Mayor and Agent Fairweather Insurance	Sussex
9. Donna Spalding	Vice Chairman of Workers' Compensation Board	Sussex
10. Donald Lee	Councillor and Retired Civil Servant	St. Andrews
11. Peter Frye	Stevedore, Bayside Stevedoring	St. Andrews*
12. Al Craig	Councillor and Aquaculture Manager, Connors Bros.	St. George
13. Glen Larsen	Lawyer	St. George*
14. Gordon Mitchell	Councillor and Agent, North American Life	St. Stephen
15. Ralph Williams	Councillor and Teacher St. Stephen High School	St. Stephen
16. Dorothy Hyslop	Councillor	St. Stephen*
17. Freeland Tibbetts	Mayor	Grand Bay
18. Jon McQueen	Councillor and Teacher Princess Elizabeth School	Grand Bay*

* indicates "alternate"

During the year, the following individuals ended their positions as directors of the Commission:

Name	Municipality
Dennis Knibb	Saint John
Walter Kozak	St. Andrews
Ed Kelly	Grand Bay
Diane Bormke	Grand Bay

EXECUTIVE OFFICERS

Gil Carter	Chairman
Gordon Mitchell	Vice Chairman
Bill Gale	Treasurer
Al Craig	Secretary

During the year, eight board and seven executive meetings were held, as well as one annual dinner meeting.

ST. MARTINS/NORTON JOIN COMMISSION

Board and staff members were pleased to receive notification that the villages of St. Martins and Norton planned to become municipal members starting April 1, 1990. This is indicative of growing support for commission activities and will make the organization more representative of southern New Brunswick's economic development concerns.

STRATEGIC PLAN/WORK PLAN

Terms of reference have been established for development of a five-year, $25,000 Commission strategy which will identify economic priorities (in cooperation with member municipalities), as well as the most cost-effective ways for the staff and board members to achieve objectives. Funding will be provided by the Department of Commerce and Technology.

ECONOMIC ENCOUNTER

The staff and board of directors were well-represented at the annual Economic Encounter conference held in Bathurst this year in October and hosted by the Chaleur Regional Development Commission.

COMMISSION MOVE/NAME CHANGE

Last summer, the Commission moved from its 11th floor, Saint John City Hall office to a new location at 57 King Street, 3rd floor. With this, our new name, "Fundy Region Development Commission Inc." became effective, along with a new logo and associated material (eg. letterhead and business cards).

In February, we had an open house which featured displays and samples of regionally-produced food and beverage products. About 125 visitors enjoyed this event.

STAFF MEMBERS

William Thompson	General Manager
Patricia McKinney	Senior Development Officer
Joc Conley	Economic Development Officer
Michael Rouse	Economic Development Officer
Heather Hickson	Information & Promotion Officer
Lois Vincent	Senior Secretary
Jean Penney	Bookkeeper/Clerk

During the third quarter, Theresa Flewwelling resigned from her Senior Secretary position after several years of service to work in public affairs at the Saint John Campus of the University of New Brunswick.

TERM EMPLOYEES

Six term employees were hired through various federal and provincial programs (including Challenge 89, Employment Access and Youth in Business) to undertake special projects.

AUDITORS

Ernst & Young

BANKS

The Bank of Nova Scotia
The Bank of Montreal

C & T REPRESENTATIVE ESTABLISHES OFFICE

Kevin Kearns of the Department of Commerce and Technology is sub-leasing office space from the Commission. Secretarial services are being provided as a part of the leasing agreement. This is one of several newly-established Regional Opportunity Centres which enhances economic development services in regions around the province.

ATLANTIC CANADA PLUS SUB-LEASES SPACE

The Commission was pleased to sub-lease office space also to Atlantic Canada Plus' new Supplier Development Service division. Employees moved into their new facility in March. The Commission will be providing some support services as part of the leasing agreement.

With ACOA funding under a five-year term, the Supplier Development Service will help companies more effectively compete for government purchasing contracts for goods and services. It is one of four Atlantic Canadian offices. The other offices are in Summerside, P.E.I.; Dartmouth, N.S.; and St. John's, Nfld.

Government Assistance

Various federal and provincial government departments offered programs which assisted the Fundy Region business community in initiating and expanding business ventures. An outline of this activity follows.

Program	No. of Projects	$ Assistance
ACOA Action Program	80	7,088,365
Canada/New Brunswick:		
- Sub-agreement on Industrial Development	24	431,015
- Sub-agreement on Industrial Innovation & Technology Dev.	1	17,250
- Sub-agreement on Tourism Development	1	101,200
Self Start	16	127,500
N.B. Entrepreneur	21	176,600
Student Venture	24	63,350

COUNTY BREAKDOWNS

Program	Charlotte	Kings	St. John	Total
ACOA	$5,146,543	$498,245	$1,443,577	$ 7,088,365
Self Start	0	64,000	63,500	127,500
Sub-agreements:				
- Industrial Dev.	23,000	126,813	281,202	431,015
- Innovation and Technology Dev.	17,250	0	0	17,250
- Tourism Dev.	0	0	101,200	101,200
N.B. Entrepreneur	55,000	22,000	99,600	176,600
Student Venture	6,000	19,350	38,000	63,350
Total	$5,247,793	$730,408	$2,027,079	$8,005,280

Municipal Development

During the year, the Commission worked on studies, met with various municipal bodies throughout the region to discuss concerns and assist when possible. The followingt list is indicative of this participation and support.

- Seventeen board of trade/chamber of commerce meetings;
- Socio-economic Outlook Panel Discussion in Saint John;
- Three Goals for Saint John/Strategic Plan meetings;
- Three St. Stephen Business Improvement Area meetings;
- Official opening of St. George Mall;
- Four St. George Heritage Committee meetings;
- Participation on Saint John's 1990 International Literacy Year Committee;
- Meeting to start the process of developing a design for St. Andrews waterfront;
- Participated in a mini-trade fair in Sussex;
- Staff undertook a Grand Bay business opportunities study, attended meetings and made several presentations associated with it;
- Met with St. Stephen Canada Employment Centre to discuss Commission Services;
- Meeting and conferences of Charlotte County Business Development Centre;
- Meetings with Saint John Central Business Development Corporation;
- Attended annual dinner meeting of Business Improvement Areas of New Brunswick;
- Participated in Grand Bay's River Valley Small Business Trade Fair;
- Saint John Board of Trade's Business Owner of Year Luncheon.;
- Met with Town of Grand Bay and Transportation Minister re access ramp from highway;
- Met with St. Martins' Council re joining Commission;
- Involvement in Sussex's Princess Louise Park Development;
- Met with Norton Council concerning joining the Commission.

Industries General

The following reports on the status of several significant industries in the Fundy Region along with specific emphasis on some related Commission activities.

AQUACULTURE/FISHERY

The aquaculture industry in the province (primarily in the Fundy Region) generated between $40-50 million in 1989, representative of 45,000 tonnes of Atlantic salmon. Currently there are 48 salmon culture sites in the Bay of Fundy, employing between 350-500 people. Demand is expected to remain strong throughout 1990 with a projected $75 million in revenue, but international competition is intensifying, resulting in price declines.

Affected by some depleted stocks for some species (including herring and crab) and low prices for others, the province's fishing industry had a hard time in 1989. Some specie landings decreased as much as 44% from the previous year. Although herring prices remained stable, landings were small and suffered from weak markets.

The Commission has long-been involved in development of the region's aquaculture industry as indicated by participation in these related activities:

- Sea Farm Canada's official opening of its fish feed facility in St. George's Fundy Aquaculture Service Centre;
- N.B. Salmon Growers Association's trip to Ottawa to lobby for Salmon Demonstration Farm funding;
- Fundy Weir Fishermen's Association efforts to secure funding for a floating weir;
- Organized Canadian editors' Charlotte County aquaculture tour;
- N.B. Salmon Growers Association on generic salmon marketing program including attending of Boston Seafood Expo;
- St. Andrews' Atlantic Aquaculture Fair;
- Provincial government committee relating to a study on development of the aquaculture service business sector;

- Membership on the provincial government's Advisory Committee on Fisheries and Aquaculture;
- A federal government salmon aquaculture information session focusing on future development;
- Attended a provincial government salmon marketing development workshop;
- Membership on Scotia Fundy Soft Shell Clam Advisory Committee.

FORESTRY

Demand for forest products such as paper, wood and allied products continued to grow in 1989. Pulpwood products increased by 11%. Newsprint prices continued to decline, but pulp prices settled at record levels. In 1990, newsprint prices are expected to stay weak because of world surpluses. No further pulp price increases are expected in the first half of the year.

The lumber industry's products, however, declined about 18% since 1988 because of fewer housing starts in Canada and Southeastern U.S. (where 80% of the province's foreign lumber exports go). This trend is expected to continue in 1990.

The expansion of the Irving Tissue mill (including a new tissue machine) was completed during the last quarter of 1989. As a result, product capacity has increased from 15,000 to 70,000 tonnes per year.

In St. Stephen, Flakeboard Ltd. has undertaken a $17.5 million expansion to manufacture a new type of hard board used in the construction of ready-to-assemble furniture.

In December, the federal and provincial governments announced a five-year, $91 million agreement to focus on maintaining and improving the softwood timber supply needed by the industry.

The Commission supports the industry by assisting new and expanding businesses and is also represented on the Maritime Forestry Complex's board of directors. The staff has also been represented at a number of forestry/wood products-based information sessions.

MANUFACTURING/PROCESSING

Except for metal fabricating, (which experienced a 7.2% decline) most of the province's manufacturing sectors had a good year in 1989, with shipment values increasing by 5.5% over 1988 (food processing 1.8%, furniture and fixtures 13.7% and paper and allied 3.5%).

Other industries (including beverages, oil, printing, non-metallic minerals, shipbuilding) which accounted for 42% of total 1989 shipments, were up 9%.

There were considerable capital investments in the region's food and beverage processing sector. St. Stephen's Ganong Bros. announced plans for a new $12 million plant. A $2 million cheese plant opened in Sussex, while Lantic Sugar's $14 million modernization was completed. Saint John's Moosehead and Labatt's breweries both announced modernization projects valued at $4 million.

Saint John Shipbuilding continues construction of nine frigates (under two contracts) with a completion deadline of 1996.

Support for manufacturers/processors in the Fundy Region has taken many forms such as the maintenance of our Regional Directory of Products and Manufacturers, and ongoing business development assistance. As well, the Commission assisted Belleisle Foods in the Canadian Awards For Business Excellence competition during which the company received a certificate of merit.

MINING

Demand and prices for most minerals were strong in 1989, valued at close to $640 million and the outlook is positive. Gold production at Saint John's Gordex Minerals facility stopped in August due to a shortage of quality ore and declining gold prices.

Potash production at Kings County's Potash Co. of America and the Dennison-Potocan mines neared capacity. World consumption is expected to increase 2% per year until the end of the century due to increased usage in Asia and Latin America.

TOURISM

Expenditures in New Brunswick in 1989 were estimated at $520 million, a 6.1% increase over 1988. Employment in tourism-related sectors reached almost 20,000 person-years. Roofed accommodation occupancy rates increased 7.4% from 1988.

The Commission is significantly involved in Tourism promotion in southern New Brunswick as evidenced by involvement in the following:

- Hospitality Saint John Association;
- Saint John Board of Trade's Tourism Committee;
- Development of terms of reference for the establishment of an agency to complete the Fundy Trail's Missing Link;
- Expressed interest in objectives of the Quoddy Bay Fundy Isles Tourism Association;
- Featured tourism trends and opportunities in PERSPECTIVE newsletter;
- Presented a brief to a provincial park and heritage sites steering committee;
- Lower River Valley video presentation;
- Participation in a tourism "themed regions" conceptional meeting;
- The provincial government's "Welcome Spoken Here" staff training program;
- Work towards the establishment of the Fundy Region Tourism Commission.

EXPORTATION/FREE TRADE

Growth in the province's export-based industries will weaken in 1990, especially in some manufacturing and forestry sectors. Mining industry output should increase, while the fishing industry will continue to have supply and pricing difficulties.

To encourage development of export markets, the governments have implemented several initiatives including the free trade agreement. The Commission has provided support in many ways including participating in:

- Two seminars relating to free trade;
- Interaction 89 trade show and conference re free trade opportunities;
- Connors' Bros. receipt of Canada Export Award at Blacks Harbour ceremony;
- Providing numerous free trade presentations to various groups;
- Two-day provincial government product/service licensing seminar;
- The establishment of a library of free trade-related reference material.

FOREIGN PROSPECTS

The Commission, often in conjunction with the City of Saint John's Economic Development Department, hosted foreign business prospects from Cuba, England, Germany, Iran, Japan, and China. It is hoped that, eventually, our efforts will pay off with new business investments in the region.

TRANSPORTATION

The Commission continued to support transportation development efforts whenever possible and participated in:

- Gateway in Crisis Symposium;
- Department of Transportation's information session re proposed Musquash to Lepreau four-lane highway;
- Ports Canada International Business Conference;

- Save Via Conference;
- Port Advisory Board meeting re development of the Sand Point marine terminal;
- Opening of the $10 million Bayside Wharf expansion.

GENERAL BUSINESS DEVELOPMENT

In addition to all of this activity, our organization participated in:

- Numerous New Brunswick Industrial Commissions' Association meetings to discuss provincial economic development concerns and to work on special projects;
- Numerous business/economic outlook information sessions;
- Several public information sessions around the region, including the Fundy Isles, re assistance programs and Commission services;
- Presentations to business students and women entrepreneurs at UNB, NBCC and the Enterprise Centre, and business people in associated clubs to promote the Commission;
- Several trade shows either as an exhibitor or a visitor;
- Co-sponsorship of several business/management seminars and conferences including the Quality 2000 Conference in Sussex and a unique entrepreneur/banker workshop in Saint John;
- G.S.T. presentations to try to anticipate, then prepare for, its impact on our area;
- The purchase of the "Starting a Business" series of 13 tapes which has been aired on cable stations in Saint John and Sussex thus far.

As well, the environment has become a major concern to all sectors of society including economic developers. The Commission has been developing its knowledge relating to the concept of sustainable development and will continue to do what it can to assist government and business efforts to achieve this.

Industrial Parks

REGIONAL ACTIVITIES

- As outlined in the memorandum of understanding between the Commission and the City of Saint John, the City's Economic Development Department has taken over administration (including land sales) of Grandview, McAllister and Spruce Lake industrial parks in Saint John.

  The Commission, however, is still involved with the Sussex and Champlain industrial parks, as well as the Fundy Aquaculture Service Centre.

- The Commission was instrumental in the establishment of Ampal Pallets in McAllister Industrial Park. The $15 million plant will employ up to 140 people.

- Staff continues to work with Charlotte County Community Futures, on the establishment of a business services centre in the Fundy Aquaculture Service Centre park in St. George.

- Commission representatives made a presentation to Sussex town council in June concerning approval of a lot sale in Sussex Industrial Park to Sussex Machine Shop. Commission staff also prepared a report outlining Sussex Industrial Park sites which require work to prepare for sale (eg. clearing, fill and drainage).

- After working on a committee established to recommend ways to develop Champlain Industrial Park, staff representatives attended a January press conference in St. Andrews at which Al Lacey, Minister of Commerce and Technology, made an announcement concerning the quarrying of granite aggregate in the park at Bayside. It is estimated that the site will produce 90-100 million tonnes of granite, a 25-year supply.

- Also, ACOA announced funding approval for a $5 million multi-service cold storage facility to be built at Bayside by Woodstock Cold Storage (1990) Ltd.

Promotion

Increased emphasis was placed on promoting the features of the Fundy Region and Commission services. This emphasis was realized through the development of a promotional strategy, resulting in many new projects, in addition to regular advertising in appropriate publications. Here are some of these initiatives:

- With ACOA funding, we purchased a new display system and two graphic packages to complement it, one focusing on the region's location and features, and the other on Commission services. In addition, we developed a new brochure.
- We continue to publish our PERSPECTIVE newsletter, now in its ninth year, and distribute it to over 1100 municipal, government and business representatives.
- Staff developed a regional profile, updated its Business Information Guide, six community profiles and our regional project update.

APPENDIX A

The following provides a breakdown of financial assistance program approvals in the Fundy Region between April 1, 1989-March 31, 1990.

ACOA ACTION PROGRAM

Organization	Location	Project	Assistance
Hovey Russell and Sons Ltd.	Grand Manan	Equipment	$ 6,598
St. Andrews Atlantic Aquaculture Fair	St. Andrews	Trade show	10,000
Keddy's Fort Howe Hotel	Saint John	Modernization	386,688
Ampersand Typography Inc.	Saint John	Equipment	6,750
George F. Williamson and Associates Ltd.	Saint John	Equipment	4,935
City of Saint John	Saint John	Study	25,000
Saint John Board of Trade	Saint John	Conference	2,500
Saint John Port Development Comm.	Saint John	Feasibility study	35,000
The Huntsman Marine Science Centre	St. Andrews	Expansion	996,894
D.S. Mackay & Associates	Hampton	Equipment	34,106
Red Roof Bed & Breakfast	Waterford	Establish business	16,518
Wood-N-Things, Reg'd	Hampton	Expansion	17,860
Atlantic Signline	Grand Bay	Equipment	12,200
Rudy and Verna Laffoley	Grand Manan	Establish business	61,826
Eldridge Fisheries Ltd.	Beaver Harbour	Expansion	90,597
Shayne McLaughlin	Grand Manan	Establish business	31,010
WLM Consultants	St. Andrews	Business plan	4,125

Organization	Location	Project	Assistance
Belleisle Foods Ltd.	Belleisle	Market study	$ 46,500
Village of Hampton	Hampton	Tourism plan	22,226
Quaco Inn	St. Martins	Expansion	5,400
Walton's Concrete Lawn Ornaments	Quispamsis	Study	3,750
Kincade (Computer) Consultants	Saint John	Market study	27,900
Keystone Printing & Lithographing Ltd.	Saint John	Modernization	8,916
Park Plaza Motel	Saint John	Modernization	176,219
Bay Salmon Ltd.	Campobello	Expansion	12,000
Aristotle's Lantern	Grand Manan	Business plan	450
Sussex-Baskatong Partnership	Sussex	New equipment	82,173
G.E. Barbour Inc.	Sussex	Marketing manager	53,000
G.E. Barbour Inc.	Sussex	Expansion	36,289
Baxter Foods Limited	Sussex	Expansion	16,500
Fundy Computer Services	Saint John	Software development	69,600
Fundy Computer Services	Saint John	Expansion	4,500
Fundy Computer Services	Saint John	Business study	2,625
Gold Star Industries	Saint John	Purchase equipment	86,331
Metro Garage Door Manufacturing Limited	Saint John	Purchase equipment	7,650
Town of St. Stephen	St. Stephen	Infrastructure development	160,000
Goodine Truck Services	St. Stephen	Establish facility	74,762

Organization	Location	Project	Assistance
MARI-MER Ocean Products	Campobello	Expansion	$ 68,981
Kelly Cove Salmon Products	St. George	Expansion	119,014
McMillan Press Ltd.	Saint John	Modernization	319,551
Bay's Edge Bed and Breakfast	Oak Bay	Modernization	9,030
Campobello Seafood	Campobello	Establish facility	58,442
RGL Developments Ltd.	Saint John	Study	105,000
Hoogault Designs	Gondola Point	Study	15,255
Keen Kare Products	Rothesay	Study	12,375
Eastern Truck and Trailer Repair Ltd.	Saint John	Study	3,825
W.W. Peterkin Ltd.	Quispamsis	Market study	1,800
Aquagardens Ltd.	St. Andrews	Feasibility study	25,122
Smitty's Motels Ltd.	Pennfield	Business plan	3,750
Scoodic Motel Ltd.	St. Stephen	Feasibility study	2,250
Eastern Forest Products Ltd.	St. Stephen	Feasibility study	750
Jamac Painting & Sandblasting Ltd.	Saint John	Expansion	42,030
Digital Products Ltd.	Saint John	Product design	21,838
Trent Industrial Contractors Ltd.	Saint John	Expansion	20,582
Basic Design Associates (1983) Ltd.	Sussex	Expansion modernization	8,310
Shadow Lawn Country Inn	Rothesay	Upgrading facility	1,125
Otter Lake Pallets	Saint John	Modernization	9,308
Seaside Woodworks	Saint John	New equipment	1,429

Organization	Location	Project	Assistance
Steve's Welding and Fabrication Ltd.	Campobello	Expansion	$ 35,562
Rawja Tours	Beaver Harbour	Purchase boat	29,052
Anderson Architect	St. Stephen	Expansion	8,264
Atlantic Press	Hampton	Expansion	39,840
M.M.S. Ltd.	St. Andrews	Feasibility study	17,500
Atlantic Salmon Federation (Canada)	St. Andrews	Feasibility study	5,500
N.B. Salmon Growers Association	St. George	Demonstration farm	65,000
Atlantic Aqua Cage Systems Ltd.	Pennfield	Establishment	114,986
Fundy Region Development Commission	Saint John	Special projects	70,000
Sundry Sea Trading Co.	St. Stephen	Business plan	10,000
Vincent D. Shepherd	Grand Manan	Feasibility study	5,375
John Voutt	Moore's Mills	Feasibility study	500
Bay Salmon Processing	Campobello	Construct facility	55,705
Needler's Canoes	St. Andrews	Establishment	12,653
Woodstock Cold Storage	Bayside	Establishment	2,805,125
Pirates Cove Corporation	Belleisle Bay	Upgrading	18,000
ABC Ice	Rothesay	Expansion	2,813
Gable Enterprises Ltd.	Norton	Feasibility study	2,500
Simpson's Island Salmon	Deer Island	Establishment	97,574
Marathon Inn	Grand Manan	Renovations	78,837
Atlantic Silver	St. George	Expansion	56,934
River Bend Salmon	Waweig	Establishment	67,480
		Total	$7,088,365

CANADA/NEW BRUNSWICK SUBSIDIARY AGREEMENT ON INDUSTRIAL DEVELOPMENT

Organization	Location	Project	Assistance
Sussex Machine Shop	Sussex	Hire engineer	$ 18,000
NCA Microelectronics	Saint John	Hire manager	18,000
Bourque Manufacturing Ltd.	Saint John	Hire controller	18,000
Digital Products Ltd.	Saint John	Product test marketing	18,710
New Yorker Boiler Co. Ltd.	Sussex	Marketing plan	17,353
NCA Microelectronics	Saint John	Expansion	67,799
Belleisle Foods Ltd.	Belleisle Creek	Hire technician	15,000
Digital Products Ltd.	Saint John	Purchase equipment	8,101
Shamrock Truss and Components Ltd.	Saint John	Equipment installation	4,225
New Yorker Boiler Ltd.	Sussex	Hire foreman & manager	23,380
Shamrock Truss and Components Ltd.	Saint John	Hire engineering technician	8,450
Keystone Printing & Lithographing Ltd.	Saint John	Purchase equipment	10,000
Helshiron Fisheries Ltd.	Grand Manan	Purchase equipment	7,500
TMT Productions Ltd.	Fairvale	Expansion	8,750
Walton's Concrete Lawn Ornaments Ltd.	Quispamsis	Develop catalogue	2,120
Judemic Corporation	Saint John	Marketing plan	28,973
Bourque Manufacturing Ltd.	Saint John	Promotion	41,770
Xactics Ltd.	Saint John	Marketing strategy	32,684
Belleisle Foods Ltd.	Belleisle	Product development	42,210

Organization	Location	Project	Assistance
Canada Green	St. George	Promotion	$ 3,500
Hovey Russell & Sons Ltd.	Grand Manan	General manager	12,000
Bourque Manufacturing	Saint John	Install software	7,000
Lingley Printing Co.	Saint John	Install software	7,570
Industrial Enterprises	Saint John	Install software	9,920
		Total	$431,015

CANADA/NEW BRUNSWICK SUBSIDIARY AGREEMENT ON INDUSTRIAL INNOVATION AND TECHNOLOGY DEVELOPMENT

Organization	Location	Project	Assistance
D & J Fisheries	Grand Manan	Research development	$ 17,250

CANADA/NEW BRUNSWICK SUBSIDIARY AGREEMENT ON TOURISM DEVELOPMENT

Organization	Location	Project	Assistance
Aquila Tours of Saint John	Saint John	Marketing strategy	$101,200

SELF START PROGRAM

Organization	Location	Assistance
Cottontail Diaper Service	Saint John	$ 10,000
Benson's Driver Education	Sussex	4,000
Bare Facts Diaper Service	Hampton	6,000
Covered Bridge Bicycle Tours	Saint John	10,000
Jiffy Service Kiosk	Saint John	10,000
HOL-CO Painting	Rothesay	10,000
Autumn Road Racing Stable	Saint John	10,000
Balloons Plus	Kings County	10,000

Organization	Location	Assistance
T & J Ceramics	Kings County	10,000
Alpine Motors	Hampton	10,000
Lanigan Construction	Rothesay	4,000
Old Hampton Sound	Rothesay	10,000
Clean Streak II	Saint John	5,000
Manchester Place	Saint John	5,000
Clair Creations	Saint John	3,500
London & Associates	Saint John	10,000
	Total	$127,500

Program	Charlotte	Kings	St. John	Total
ACOA	$5,146,543	$498,245	$1,443,577	$7,088,365
elf Start	0	64,000	63,500	127,500
SUB-AGREEMENTS:				
Industrial Dev.	23,000	126,813	281,202	431,015
Innovation and Technology Dev.	17,250			17,250
Tourism Dev.	0	0	101,200	101,200
Totals	$5,186,793	$689,058	$1,889,479	$7,765,330